

Building Sustainable Development for the Marginalized Communities in Kenya & Somalia

STRATEGIC PLAN 2021 – 2025

OUR APPROACH TO DEVELOPMENT WORK OVER THE NEXT FIVE YEARS WILL BE INFORMED BY THE FOLLOWING KEY STAGES:

EMERGENCY AND HUMANITARIAN RESPONSE

Since its establishment, RRDO has sought to provide emergency humanitarian response to the vulnerable communities. This has been at the core of the organization's work. We will strengthen our capacity in order to provide this support more effectively when the need arises. We will strengthen our partnership with other strategic humanitarian agencies including UNHCR, WFP, other emergency response organizations as well as with the national and sub-national government levels.

LONGTERM DEVELOPMENT

Beyond emergency response, we strongly believe that supporting vulnerable communities to address the key issues that threaten their development aspirations, stability and long-term success should be given high priority. Upon provision of humanitarian response, RRDO seeks to provide strategic long-term interventions tailor-made for these localities. We will continue to work with these communities as well as other key stakeholders including development organizations and government agencies to support identified communities to address key development issues that face them. To promote local ownership of the interventions, we will ensure that targeted communities are in-charge of their own development ambitions.

LEARNING, IMPROVEMENT & SCALING

Continuous learning and improvement from our interventions has been a key approach to RRDO's work. Over the next five years, we will strengthen this capacity by doubling our investment in Monitoring, Evaluation, Learning and Reporting (MELR) both in terms of capacity and infrastructure. Lessons gathered from the frequent M&E efforts will inform the organization's course of work, closely linked to our scaling efforts.

EXECUTIVE SUMMARY

VISION AND MISSION STATEMENT

VALUES

OUR VIEW OF THE ISSUES FACED IN THE COMMUNITIES WE SERVE

Challenges Faced by Communities | The Change That Is Needed to Happen | Hallmarks of Our New Strategy

TACKLING THE CHALLENGES: RRDO'S 2021 – 2025 STRATEGIC PRIORITY AREAS

Food Security & Resilient Livelihoods | Environment, Natural Resources Management (NRM) & Energy Access | Water, Sanitation & Hygiene (WASH) | Good Governance, Civic Engagement & Prevention of Violence Extremism | Education

CROSS-CUTTING ISSUES

Integrated Approach | Gender Equity & Social Inclusion (GESI) | Political Economy Analysis (PEA)

EQUIPPING RRDO FOR THE TASK

SWOT Analysis | Core Functions | RRDO Leadership | Human Resources | Financial Projections

EXECUTIVE SUMMARY

PREFACE



Barre Abdi Adan
Chairman – Board of Management,
RRDO

In 2008, RRDO was founded with the sole mandate of responding to humanitarian crisis particularly in Garissa county, as well as providing development solutions to the host communities of the refugees from these regions. More than 10 years after its establishment, RRDO has grown in leaps and bounds, spreading its tentacles across in additional parts of Kenya, including the wider parts of norther Kenya, as well as coastal parts of the country (Lamu & Tana River counties). Additionally, in 2015, the organization established operations in Somalia, following the relative return to normalcy in the war-torn neighbouring country.

The next five years of the organization provides a very strategic opportunity for RRDO to strengthen, while at the same time, deepening its programmes and operations in these two countries, and more importantly, in the localities where our work is targeted. We need to do this even better, and more urgently. This will come with additional resources, entrusted to us by our development partners, whom we have continued to collaborate with for many years. To effectively manage such resources and implement this plan, we recognize that we need to strengthen our internal processes and procedures, take courageous steps while managing risks effectively, and continue to strengthen our accountability processes. We will invest more resources in these areas in order to be the kind of organization that we aspire to be.

EXECUTIVE SUMMARY

FOREWORD



Ahmed Muhumed Abdi
Executive Director,
RRDO

The coming decade (2021 – 2030) is a critical period in the field of development. Since the adoption of the Sustainable Development Goals (SDGs) in 2015, five years have already lapsed, and the world now is left with 10 more years to achieve these ambitious developmental aspirations. Similarly, in Kenya, this period will mark the last decade for the realization of the National Development Strategy (NDS) – vision 2030, which articulates the development direction that the country committed itself to since 2007. These, together with other development strategies happen within the context of continued environmental, social and economic challenges that continue to push communities further into vulnerability. Urgent action needs to be taken to address these challenges, lest, poverty levels will continue to increase in both Kenya, as well as Somalia.

Importantly, it is during this period that the RRDO is entering a defining moment for its work. After expiry and review of the previous strategic, there is a great opportunity ahead of us to make significant contribution to the development sector, and positively impact on the lives of the vulnerable communities that we work with. As such, we have had to be extremely bold in making key decisions and strategic choices related to our considered priorities over the next five-year period.

However, to achieve the ambitious plans that we plan to execute over the next strategic period, we recognize that hard work and dedication will be needed, in order to mobilize the number of resources, build the kind of capacity that is required amongst our team, while at the same time expanding it, and continuously build strategic partnerships and alliances with key actors in the development space. We will do this with utmost dedication, while maintaining high quality of our work.

EXECUTIVE SUMMARY

The previous strategic plan for RRDO came to an end in 2017. Ongoing internal conversations have been taking place to consult and identify strategic focus for the institution, based on lessons, experience and expertise built within the organization for over a decade now. This five-year strategic plan for the period 2021 – 2025 articulates the strategic direction that the organization will take over this period, as well as the institution's ambitious development blueprint.

While the growth plan has been informed by the overall programmatic direction, the choice of the strategic priority areas was based on a keen review of the identified needs by the communities that we work with, as well as a reflection on the internal expertise that we have built over the time (expect for the governance programme). In addition, consultations with key actors in the space, including community members who are our targeted beneficiaries and right holders; development partners including donors and like-minded CSOs and networks; and government – both national and sub-national helped to sharpen the focus of our proposed interventions.

Over the next five-year period, RRDO will focus on five key Strategic Priority Areas (SPA) aimed at responding to the challenges that are faced in the two countries. These will include:

o **Food Security & Resilient Livelihoods:**

Under this SPA, we will focus our attention on building the capacity of the communities to nurture and protect their House Holds (HHs) and community assets from impacts of Climate Change; provision of humanitarian assistance, including relief food and supplies to the most at-risk communities; and promotion of nutrition sensitive interventions. Through Participatory Vulnerability & Capacity Assessment (PVCA), we will develop community-based livelihood strengthening strategies, while at the same time, protecting productive assets and community investments against climate change shocks. Finally, to help communities generate more income, we will support engagement in production and marketing of select agricultural value chains as well as livestock rearing and marketing.

o **Environment, Natural Resources Management (NRM) & Energy Access:**

Under this SPA, we will seek to create networks and productive partnerships in support of NRM initiatives, while at the same time, support building of community capacities in management of rangeland resources through inter-community traditional approaches. We will also support advocacy towards accountability/oversight for effective environmental protection and NRM, including actions to minimize human-environmental conflict. We will also support participation of citizens and marginalized groups in governance, management and utilization of natural resources, while also promoting community driven environmental sustainability initiatives including enterprise driven climate SMART initiatives (e.g., renewable energy, agroecology, and circular economy). Finally, we will promote the adoption and use of affordable, reliable and clean energy for cooking, lighting, as well as for productive use (linked with the livelihood programme) at the community level.

EXECUTIVE SUMMARY

o **Water, Sanitation & Hygiene (WASH):**

Under this SPA, we will aim to provide safe water infrastructure in schools and households. We will also conduct educational campaigns for school children, as well as men and women on the benefits of hand washing with soap and Household Water Treatment & safe Storage (HWTS); as well as build capacity of local duty bearers and institutions in planning, implementation and management of resilient WASH projects. We will promote measures for the adoption of good hygiene practices, while also collaborating closely with duty bearers at national and sub-national level to improve WASH-focused policies – both review & implementation. Finally, we will create community awareness on hygiene, public health and environmental WASH issues among children, youth and women in disaster-prone communities.

o **Good Governance, Civic Engagement & Prevention of Violence Extremism:**

Under this SPA, we will support community level interventions that strengthen open, accountable and ethical public financial management and citizen driven social accountability at sub-national level, while at the same time, conduct advocacy around institutional and/or legislative and policy reforms and/or implementation for effective citizen engagement, and accountable resource use. We will further develop, strengthen or promote models/ innovative solutions for PCVE, including Early Warning and Early Response (EWER) systems, while at the same time, collaborate with relevant actors to address underlying drivers of insecurity, radicalization and VE.

o **Education:**

Under this SPA, we will work closely with policy makers at both national and sub-national level to improve education related policies and strategies. We will also support construction of education facilities for basic, primary, secondary and vocational institutions, while supporting critical school programs such as school feeding initiatives for improving enrolment and nutrition. We will also build the capacities of communities to increase enrolment in schools, as well as encourage youth in enrolment for courses in vocational institutes.

To meet the institutional expectations for the projected growth, RRDO will require to tremendously grow its resource mobilization capacity, in order to fundraise aggressively. A fundraising officer will need to be hired during this period, with the key tasks of developing compelling proposals to raise the needed grants. With the introduction of the new Governance programme, a new position will require to be recruited – that of the governance officer. Similarly, a communications officer, as well as a Monitoring, Evaluation, Learning and Reporting (MELR) officer, will be recruited during the strategic period, in order to strengthen these core function. Finally, to strengthen our institutional governance while at the same time enhance our position in the external world, we will establish an advisory council, comprised of reputable, highly connected, and well-versed people in the field of development.

OUR VISION, MISSION & GOAL

Our Vision:

We envision socially & economically developed ASAL regions of Kenya, South Sudan and Horn of Africa; where communities live in thriving and sustainable conditions.

Our Mission:

RRDO's mission is to build effective community partnerships, promote sustainable natural resource management, resilient livelihoods and accountable governance, for marginalized communities in Kenya, South Sudan and Horn of Africa.

Our Goal:

RRDO's Overall goal is to improve livelihoods of marginalized communities and promote accountable governance in Kenya, South Sudan and Horn of African

CORE VALUES

Transparency & Accountability

We strongly believe that transparency and accountability at all levels of our work - both vertically (to the donors and the government authorities) and horizontally (to the communities as well as other development partners) is a key ingredient for the effectiveness of our actions. We strive to live to the highest level of these two key areas.

Compassion with the affected communities

As a development agency, we are required by the nature of our work to be caring to the communities and individuals we work with and for, recognizing the unique challenges that they face, and hence, strive to offer support with empathy and kindness.

Courage of Conviction

In our pursuit to make the greatest possible impact on the causes of poverty and injustices to that face the communities that we serve, we are required us to be creative and radical, bold and innovative – without fear of failure.

Sense of Urgency

We recognize that the context in which we work, communities are face with numerous challenges that continues to push them in vulnerable state. Urgent action is required in supporting these communities, both from emergency situation, as well as in providing them with long-term solutions out of their conditions.

Efficiency & Effectiveness

Appreciating that resources are scarce; we ensure that the resources entrusted to us by our donors and other development partners are utilized in the most effective and efficient way, striving to guarantee zero wastage

Continuous Learning & Improvement

Continuous learning from our work and improvement into how we execute our development interventions is at the core of our values. Regular monitoring, evaluation and learning is at the core of our approach, an aspect that we strive to, every day in our organization.

CORE VALUES

OUR VIEW OF THE ISSUES FACED IN THE COMMUNITIES WE SERVE

Five years have already lapsed since the adoption of the Sustainable Development Goals (SDGs) by the United Nations (UN) member states. With ten years left to realize the dreams of these ambitious goals, millions of people around the world continue to live under extreme poverty. In Kenya and Somali where RRDO's work is focused, the situation is not any different.

In Kenya, 10 years away from set deadline for realization of SDGs and Vision 2030, poverty alleviation remains a big challenge, despite steady economic growth that the country has been enjoying prior to the emergence of COVID 19. The country ranked 145th among 188 countries in the 2016 UNDP's Human Development Index (HDI). The prevalence of poverty and vulnerability is even more extreme in the Arid and Semi-Arid (ASAL) parts of the country, where the impacts of Climate Change and extreme weather events continue to push the populations to abject poverty. This is particularly so due to the country's significant economic dependence on natural resources sectors particularly livestock and agriculture which are largely affected by frequent and severe drought events. Water availability and associated infrastructure is significantly negatively impacted, with serious impacts on ASALs people and productive sectors. Poverty in the ASALs is very high, with an average poverty index of around 70% and with some areas, including some of the counties targeted for this engagement, as high as 80%.

With high levels of population growth in the ASALs, poverty is likely to grow unless major investments are made in ASAL services and productive sectors.

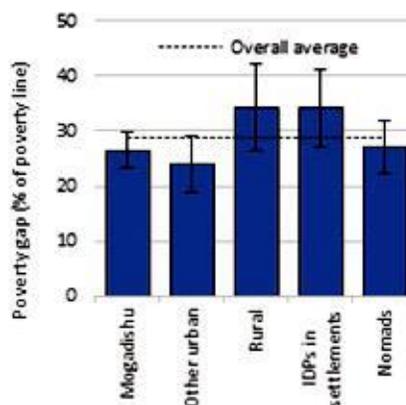
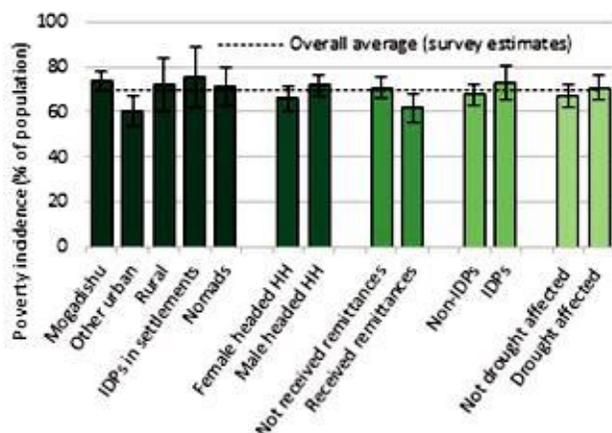
Across the border, in Somalia, decades of civil war and political fragmentation have left the country as one of the poorest nations in Sub-Saharan Africa (SSA). According to statistics from the World Bank, about seven of 10 Somalis live in poverty, making it the 6th highest rate in the region. Without urgent action to support the country as it seeks to rebuild itself – both in terms of humanitarian interventions, as well as in its development and implementation of relevant policies and strategies, persistent poverty and vulnerability will impede the country's future economic and social development.

According to the WB's Somali Poverty & Vulnerability Assessment (SPVA), almost nine of 10 Somali households are deprived of at least one fundamental dimension: access to income, electricity, education, or water and sanitation. For the rural communities, as well as the Internally Displaced Persons (IDPs) and the nomads, the situation is particularly worse, especially as relates to access to services. Access to education is low, a situation that threatens to constrain human capital development and economic growth. Cultural preferences in Somalia dictate that children start school later, and nearly 27% of children enrolled in primary school are older than 13 years.

United Nations Development Assistance Framework for Kenya: 2018 – 2022. Common Assessment Framework.

https://kenya.un.org/sites/default/files/2019-09/Kenya-%20Common%20Country%20Assessment%20%202018_.pdf

Distance from schools is impedes access: For one in three Somali households, schools are at least 30 minutes' walking distance. Fostering access to education will be essential for breaking the poverty cycle and increasing welfare in the long run.



Recently, massive internal displacement has worsened — mainly due to climate-related shocks — and threatens to further impede development. During the 2017 drought, about a million people were displaced. Data from the WB's Somali High Frequency Survey (SHFS) show that displacement has a very negative effect on well-being. Internally Displaced Persons (IDPs) remain among the most vulnerable: three of four IDPs live on less than \$1.90 per day, and half of IDP households experience hunger. IDP settlements tend to be further from essential facilities such as schools, health centres, and markets, and most IDPs are forced to share essential amenities.

What is very clear is the interconnectedness between all the different issues that these communities continue to face. Climate Change and by extension, environmental degradation, has aggravated the vulnerability of the communities in terms of livelihoods, particularly food security and recurrent drought, which continues to threaten with lack of water both for domestic use, livestock and agriculture. Drought leads to competition for natural resources, especially the little water and pasture that is available for livestock, which in turn leads to resource-based conflict between different communities. On the other hand, lack of access to clean and sustainable energy – both for lighting as well as for cooking has significant negative implications to the communities in terms of poor education performance – particularly for the school going children, as well as respiratory complications. Additionally, as communities search for firewood for cooking, this leads to further destruction of environment.

Moreover, conflict in Somalia threatens to spill over into Kenya, where some 2.4 million Somali's live. By 2011, al-Shabaab-controlled sections of Mogadishu and the port of Kismayo. As part of the African Union Mission in Somalia (AMISOM), Kenyan troops entered Mogadishu and successfully pushed the militants out of the city. In response, al-Shabaab has committed more than 150 attacks in Kenya. The unemployed youth population who stands at about 67% is a significant contributor to state fragility. In addition to irregular migration patterns, unemployed youth are also prime targets for extremist recruitment.

Solutions to these challenges is urgently needed in order to lift these communities from their vulnerabilities. And such solutions need to be holistic in nature, as one programmatic focus will not adequately solve the myriads of challenges faced by the communities in both countries.

RRDO started its operations in 2008, with the goal of providing humanitarian assistance to affected and vulnerable communities, as well as supporting communities with long-term development approaches. This has earned the organization strong reputation, particularly in the communities that it works, as well as amongst government actors, peer organizations and funding agencies.

While RRDO's mission has remained constant, our approach to operating has changed to match the evolving needs. Over the last five years, we have expanded our work from the original area where we started (Garissa county), to cover the larger parts of Northern Kenya – including Marsabit, and the Coastal parts of Kenya, including Lamu and Tana River counties. Additionally, we have also expanded our work to Somali where we felt our assistance and technical expertise is much needed, especially now as the country seeks to rebuild itself after the years of political turmoil.

Even as we continue to provide emergency relief – which was initially our primary area of focus, we have considerably strengthened our expertise in the area of long-term development, in order to ensure better impact from our traditional “emergency response” work. Most of our experts are actively engaged with decision-makers on the front line, particularly at the sub-national level where we believe there is significant opportunity for influencing decisions and impact. While we are proud of our achievements, we know that what we've done is not enough. We are deeply aware that incremental change will not deliver the kind of transformation that we are looking for. We thus expend great effort on the question of scale, as well as further deepening our engagement for better results. Indeed, the new strategy takes this approach to a deeper level. We are deeply grateful for our rich array of partners, and to our supporters and donors, who make our important work possible.

OUR PRESENCE AT A GLANCE | RRDO's more than 62 staff work across different parts of Kenya and Somali. While our head office is located in Nairobi, Kenya, we have established 5 field offices in Garissa, Dadaab, Modogashe, and Kismaiyu. Although we have legal mandate to work in Somalia, so far, we have executed our work through collaborations with our local partners. In an effort to consolidate our work in this country, during the next phase (2021 – 2025), we will be setting up a local office in Mogadishu.

The map below shows RRDO's offices as well as field operations in the following colour codes:

- o Blue – for Nairobi
- o Green – for established field offices
- o Purple – where we are working through local partners
- o Red – where we plan to establish field offices soon

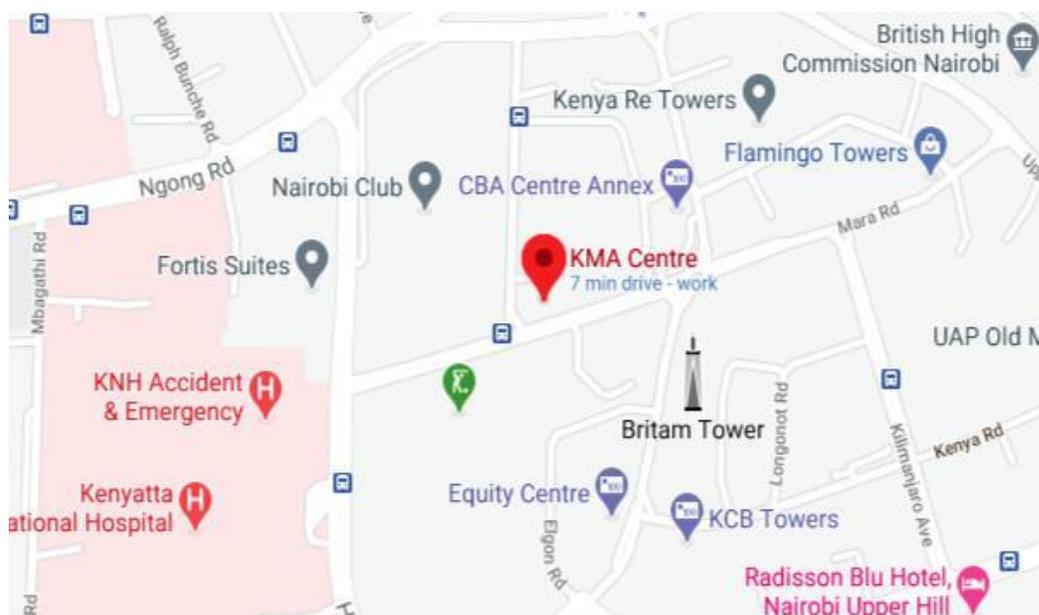
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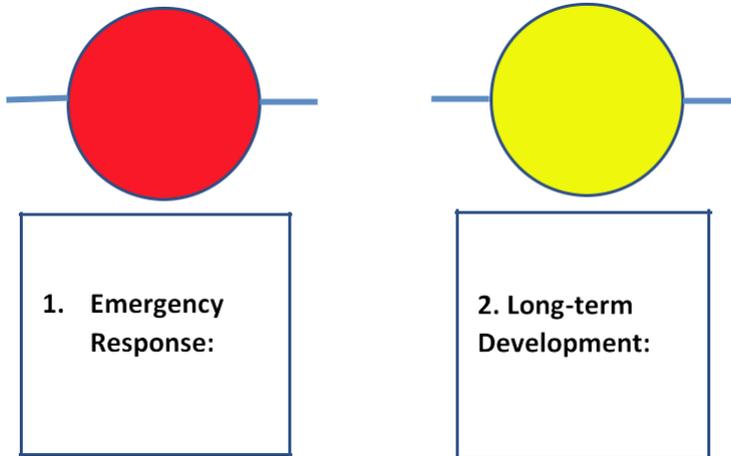
THE CHANGE WE NEED

We are strongly convinced that frequent humanitarian crisis can be brought to an end, while at the same time, communities' livelihoods can be strengthened in a sustainable manner. These transformations are all possible, yet they are not happening fast enough. Political, financial and psychological inertia, vested interests and a "lock in" of outdated infrastructure are major barriers to progress. A successful strategy must overcome these obstacles with self-reinforcing changes that snowball into non-incremental, systemic transformations.

Having worked with local communities over the years, we are convinced that success will require disruptive political, social and corporate partnerships—movements rather than mere policy shifts—that are motivated by opportunity for a better future. The challenge is vast and urgent, but recent developments in the countries where our work is focused, provide grounds for hope. In Kenya, implementation of the 2010 constitution that brought with its devolution of power and resources to the local communities through the county government is a strong starting point for the kind of change that local communities in Kenya yearned for, for many years. County governments are now responsible for various functions including agriculture, county health services, trade development, implementation of specific national government policies on natural resources and environmental conservation, among them soil and water conservation, as well as forestry. As such, close collaboration with county government leadership presents a strategic opportunity to advance a strong development agenda at the local level.

For the 1st time in decades, Somali's new administration has been able to pay government salaries in full. Meanwhile, government revenues have doubled and bank deposits have more than doubled since 2014, facilitating a greater amount of loans and investments than any time over the previous two decades. In addition, there have also been several encouraging signs of stronger political will to implement reforms that: (1) boost domestic resource mobilization; (2) use increased (domestic and external) resource flows judiciously, rather than simply turn the public sector into an employer of last resort – a condition affecting several other countries in the region; and (3) address high, persistent unemployment through targeted investments in infrastructure, environment, fisheries, and finance, while attracting foreign investment and private flows from Somalia's global diaspora.

OUR BIGGEST SUCCESSES HAVE HAD TWO COMMON ELEMENTS:



Platforms & coalitions for meaningful Change

In the coming years, RRDO will focus its efforts and resources in building, and/or being part of strategic alliances and platforms that have the capability to deliver meaningful change. We will call these 'platforms for delivery of our agenda'. We will assess the potential for an effective delivery platform by asking ourselves the following questions:

- Is there a clear vision and an opportunity for action? Is the problem clearly measured and communicated? Is there a solution that is actionable, proven and attractive to citizens and political leaders?
- Do we understand the politics around the key issues? What are the obstacles? Who are the blockers? What coalitions and alliances might maximize the chance of success?
- What is our unique contribution? What analytical gaps need filling, and where could we add the most value? Do we have a role in convening, organizing and building coalitions for change or supporting existing ones?

HALLMARKS OF OUR NEW STRATEGY

Over the coming years, we will be guided by five imperatives that respond to changes we want to see in the communities we work in, and draw upon what we have learned in our previous work.

1

We will intensify our focus on enhancing community resilience to shocks

Recognizing the vulnerability that the communities we work with face constantly, we will focus our attention on developing new and innovative approaches to strengthening the capacities of these communities to future shocks – whether climate related or otherwise.

2

We will build strong partnerships at local/sub-national, national and regional/ cross-border level

We appreciate that strong partnerships and coalitions are one of the conditions for success to our work. We will be deliberate in either building partnerships or platforms (where they do not exist), or joining hands with like-minded actors, including governments at both national and sub-national levels

3

We will act with more agility, accept more risk and manage it better

We will, in view of the urgency that the communities we work with face today, sharpen our messaging and communicate with greater targeting and speed. We will assess and manage risks carefully, and not shy away from them

4

We will equip RRDO for the task ahead of us

We will strengthen core services, and make major new investments in staff recruitment, training, and mentoring.

5

We will be disciplined in choosing what to do, developing clear strategies for lifting communities out of poverty and vulnerability

We will expand our capacity for action, but not at the expense of the quality of our interventions with the community. We will increase

**CHALLENGES: RRDO'S 2021
2025 STRATEGIC PRIORITY AREAS**

Over the next five years, RRDO’s work will focus on urgent strategic priority areas that must be addressed to reduce poverty, enhance the resilience and livelihoods of the communities, and protect the environment and ecosystems. All these five priority areas contribute either directly, or indirectly to the realization of the global development goals – the Sustainable Development Goals (SDGs). We will seek to achieve different outcomes under each of the priority areas, through different strategies. These strategic priorities include:

FOOD SECURITY & RESILIENT LIVELIHOODS; ENVIRONMENT, NATURAL RESOURCES MANAGEMENT (NRM) & ENERGY ACCESS; WATER, SANITATION & HYGIENE (WASH); GOOD GOVERNANCE, CIVIC ENGAGEMENT & PREVENTION OF VIOLENT EXTREMISM; & EDUCATION.....

Because these five priority areas are inextricably linked, our strategies will more often than not, address more than one, cutting across the programmatic focus.



STRATEGIC PRIORITY AREA 1: FOOD SECURITY AND RESILIENT LIVELIHOODS

“Enhancing food security and Strengthening the resilience and livelihoods of vulnerable communities

STRATEGIC PRIORITY AREA 1: Food Security & Resilient Livelihoods

OUTCOME	ALIGNMENT WITH SDGS	STRATEGIES
<p>Improved Food Security and Resilient Livelihoods Realized</p>	<p>SDG 1: End poverty in all its forms everywhere</p> <p>SDG 2: End hunger, achieve food security & improved nutrition, and promote sustainable agriculture</p> <p>SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all</p>	<ul style="list-style-type: none"> o Build strong and long-term based partnerships with humanitarian funding institutions; o Strengthen RRDO's on-the-ground capacity to timely respond to humanitarian assistance; o Build the capacity of the community to nurture and protect their HHs and community assets from impacts of Climate Change; o Provision of relief food (in extreme cases); o Promote nutrition sensitive interventions; o Develop community-based livelihood strengthening strategies informed through participatory vulnerability & capacity assessment (PVCA); o Protect productive assets and community investments against climate change shocks; o Support community engagement in production and marketing of select agricultural value chains as well as livestock rearing and marketing; o Support community capacities in engaging with markets; o Strengthen community-based networking and learning approaches across communities and regions.

For decades, recurrent drought & other impacts of climate change have negatively affected Kenya's ASAL areas, including Garissa, Marsabit, Tana River and Lamu counties. Prior neglect of these regions for years by the national administration further aggravates the situation, making the regions & the counties among the poorest. Climate Change and its impacts has further worsened the situation. Annually, drought affects million people in the ASALs, and an estimated 50-60% of livestock (sheeps, camels and cattle) die, thus resulting to community's loss of lives & livelihoods. The current ability of the communities to respond to drought is limited not only due to the increasing frequency, but also due to increasing population, a dwindling supply of food, perennial resource-based conflict, changes in access to land and water, plus impact of other shocks such as flooding and disease outbreaks.

In Somalia, people live in extremely poor and underdeveloped conditions. Livelihoods are broadly based on subsistence farming and pastoralism, with limited opportunity to earn wages. Pastoralism is found throughout areas of rural Somalia but predominantly in the arid lands of northern and central Somalia. The livestock sector is the largest contributor to Somali livelihoods with over 65% of the population engaged in some way in the industry. Exports of livestock and their products account for 80% of exports in normal years but exports have been periodically interrupted, particularly by droughts and international bans. Further, agriculture is an important livelihood activity in Somalia not only in terms of meeting the food needs of the population, but also in terms of generating income through crop sales and agricultural labour opportunities. Agriculture is a major component particularly for two of the main rural livelihood systems in Somalia: Agro pastoralist – mix of agriculture and livestock production-based livelihood. Agriculture is primarily rain fed making this livelihood extremely vulnerable to climatic hazards.

Over the next strategic period, RRDO's work under this strategic priority area will focus on **integrating both immediate humanitarian response interventions and long-term development work** to cushion the communities from immediate vulnerabilities while building their long-term adaptive capacity. We will incorporate components of Disaster Risk Reduction (DRR), improvement of community nutrition, promotion of livelihoods diversification and animal health promotion. We will prioritize interventions geared towards **increasing adaptability, reducing risk, and improving social and economic conditions** to target the causes of vulnerability. We will strengthen our capacity and expertise in responding to immediate humanitarian needs focused primarily on distribution of food & water, as well as provision of conditional, and non-conditional cash transfer to affected households among others. To build long-term development in the targeted areas, we will focus our efforts on building traditional institutions combined with modern practices, technologies and governance concepts.

We will prioritize strategic interventions that respond to the specific needs of the ASAL communities. We will build capacities of local communities on different adaptive interventions including promotion of drought resistant crops and advancement of sustainable range-land management for livestock. We will also strengthen the livestock value chain, and support the adoption of alternative livelihood intervention measures. We will closely collaborate with other development actors including both local and international organizations, as well as national and county government to build on community-identified strengths and priorities, while tapping into the remarkable survival abilities of local populations. Finally, to improve income levels and create jobs among local populations, we will support communities to access favourable markets for their agricultural and livestock produce.

STRATEGIC PRIORITY AREA 2: ENVIRONMENT, NATURAL RESOURCE MANAGEMENT (ENRM) & ENERGY ACCESS

'Conserving our environment through restoration and promotion of access to sustainable energy'

STRATEGIC PRIORITY AREA 2: Environment, Natural Resource Management & Energy Access

OUTCOME	ALIGNMENT WITH SDGS	STRATEGIES
<p>Natural Resources utilized and managed in sustainable ways</p>	<p>SDG 7: Ensure access to affordable, reliable and modern energy for all</p> <p>SDG 13: Take urgent action to combat climate change and its impacts</p> <p>SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>	<ul style="list-style-type: none"> o Create networks and productive partnerships in support of natural resource management initiatives; o Support in building community capacities in management of rangeland resources through inter-community traditional approaches; o Support advocacy towards accountability/oversight for effective environmental protection and NRM, including actions to minimize human-environmental conflict; o Support the participation of citizens and marginalized groups in governance, management and utilization of natural resources; o Promote community driven environmental sustainability initiatives including enterprise driven climate SMART initiatives (e.g., renewable energy, agroecology, and circular economy); o Promote adoption and use of clean/renewable energy resources for lighting, cooking and productive uses
<p>Improved access to affordable, reliable & clean energy for cooking, lighting & Productive Uses</p>		

Kenya remains very vulnerable to CC as exhibited by the increasing intensity and frequency of extreme weather events. These situations pose challenges for food security, water availability and safety. The physical processes of land degradation and climate change are intimately intertwined, especially in drylands. Land degradation reduces natural vegetation cover, and affects productivity of crops, livestock and wildlife. These problems are compounded by shrinking resources, unsustainable land use practices, invasive alien species and resource-based conflicts. In the North Eastern region, the existence of Dadaab refugee camps over the years has put considerable strain on environment and natural resources of the surrounding areas, mainly associated with harvesting of firewood, cutting down of trees in search of wooden poles for construction and fencing off of the compound, as well as shrubs for fencing compounds. As a result, since 1990s, this refugee-hosting area has continued to experience a general trend of environmental degradation, thus significantly impacting on pasture, and the stability of the rangeland.

Further, habitat degradation, poaching, as well as competition with livestock and disease have continued to threaten the existence of major wildlife that have called the savannahs home to their existence. The Hirola antelopes for example, which are found only in Kenya and Somalia, and considered the world's most endangered antelopes have continued to experience historic decline in numbers. Previous programmes aimed at reviving the numbers of this animal have been futile, largely due to lack of funds as well as insecurity in the Northern Frontier.

Further, lack of access to clean cooking fuels and technologies has had significant negative impacts on the environments in most parts of North Eastern Kenya, as well as coastal parts of the country. Firewood collection, which is the most harvested resource around the area to supply the refugee camps has led to a major reduction of large areas of land to scrub. Total annual combined amount of firewood consumed within the refugee centres and the host community living within a radius of 10km has been estimated at 138.000 t./yr, thus making Dadaab one of the largest and most concentrated focus of wood energy consumption in the region.

Over the next strategic period – 2021 – 2025, under this strategic priority area, RRDO will focus its attention on **enhancement of human and ecological wellbeing**. We will dedicate resources towards **building communities' resilience**, as well as supporting communities and relevant institutions to **responsibly and sustainably manage natural resources within ecological limits**. We will further invest in sound management/conservation of natural resources and mitigation of negative CC impacts. We will especially promote innovation and use of enterprise approaches that integrate CC mitigation with livelihoods strengthening. We will make deliberate efforts to ensure youth, women and other vulnerable groups are adequately considered in the interventions under this priority area.

STRATEGIC PRIORITY AREA 3: WATER, SANITATION & HYGIENE (WASH)

'Promoting long-term development through access to water and sanitation for all'

STRATEGIC PRIORITY AREA 3: Water, Sanitation & Hygiene (WASH)

OUTCOME	ALIGNMENT WITH SDGS	STRATEGIES
<p>Population in conflict-affected, and/or underserved communities have improved access to equitable and sustainable WASH</p>	<p>SDG 6: Ensure availability and sustainable management of water and sanitation for all</p> <p>productive employment, and decent work for all</p>	<ul style="list-style-type: none">o Strategic partnerships with development organizations and government to provide Safe water infrastructure in schools and households;o Conduct educational campaigns for school children, men and women on the benefits of hand washing with soap and HWTS;o Build capacity of local duty bearers and institutions in planning, implementation and management of resilient WASH projects;o Promote measures for the adoption of good hygiene practices;o Closely collaborate with duty bearers at national and sub-national level to improve WASH-focused policies – both review & implementation;o Create community awareness on hygiene, public health and environmental WASH issues among children, youth and women in disaster-prone communities

According to WHO and UNICEF's 2019 WASH joint monitoring programme report, only 14% of Kenyans have access to hand washing facilities with soap and water at home, with only 29% accessing sanitary services and 59% with access to basic water services. The situation is dire in ASAL parts of the country, particularly North Eastern where investment in infrastructural services including piped water and pit latrines for public spaces as well as household levels has been marginal. These areas support 70% of the country's livestock. Access to water plays a crucial and often limiting role in most of the productive activities in the ASALs. Water investments in the ASALs have more often than not been poorly planned with limited coordination and strategic considerations of locations, often with negative impacts on livestock mobility, and poor development. As a result, water and sanitation-related diseases are among the leading causes of death for under five-year-old children. Achieving universal access to drinking water and sanitation by 2030 will be a major challenge for the country.

Over the next strategic period, RRDO's work under the Water, Sanitation and Hygiene (WASH) programme will focus on **contributing to, and sustaining improvements in water and sanitation access and services** while improving complementary hygiene behaviors in schools and household levels at refugee settlements and host communities. We will continue to execute interventions such as drilling and equipping boreholes, constructing water outlet through water kiosks, installed elevating water tanks, constructing latrines as well as water troughs for livestock. To ensure sustainability of the water projects, RRDO will strengthen the capacity of community institutions responsible for water management including Water Users Association (WUA), as well as equipping local communities with necessary skills to operate and maintain the water infrastructure.

STRATEGIC PRIORITY AREA 4: GOOD GOVERNANCE, CIVIC ENGAGEMENT & PREVENTION OF VIOLENT EXTREMISM

STRATEGIC PRIORITY AREA 4:
Good Governance, Civic Engagement & Preventing Extremism

OUTCOME	ALIGNMENT WITH SDGS	STRATEGIES
<p>Increased citizens' engagement in key governance processes, and providing oversight of public institutions particularly at the devolved level, thus leading to improved quality of service delivery</p>	<p>SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<ul style="list-style-type: none"> o Support community level interventions that strengthen open, accountable and ethical public financial management and citizen driven social accountability at sub-national level; o Conduct advocacy around institutional and/or legislative and policy reforms and/or implementation for effective citizen engagement, and accountable resource use; o Develop, strengthen or promote models/ innovative solutions for PCVE, including Early Warning and Early Response (EWER) systems. o Collaborate with relevant actors to address underlying drivers of insecurity, radicalization and VE. o Promote adoption and use of clean/renewable energy resources for lighting, cooking and productive uses
<p>Improved access to affordable, reliable & clean energy for cooking, lighting & Productive Uses</p>		

A key tenet of democratic governance is effective citizen engagement in applicable governance processes. Effective civic engagement requires that citizens are aware of their rights and obligations, are responsible, have needed capacity to engage, and that the State is responsive. Deliberate efforts will be made to strengthen capacity of marginalized groups to effectively participate in governance and political processes. Further, over the last decade (or so), Violent Extremism in Kenya has gained significant ground with worrying levels of intolerance, deaths and destruction of property. Until recently, attempts to confront the challenge realized limited success. This has largely been contributed to by the vulnerability of the Kenyan youth coupled with proximity of the North Eastern region to Somalia where they are easily lured to join the dreaded Al-Shabaab, which makes them an easy target for violent extremism. As such, it cannot be guaranteed that the current state of relative calm will remain as is. This situation thus calls for greater creativity and strategy in addressing the challenge, as well as honest dialogue around the underlying issues, including appropriateness of policies, strategies and responses.

During the next strategic period, RRDO will focus its attention to intervene in these two key areas: (a) promotion of good governance and civic engagement, and (b) prevention of violent extremism. More specifically, we will seek to contribute to harmonious and peaceful co-existence amongst communities and various people groups. We will do this by supporting community level interventions that strengthen open, accountable and ethical public financial management and citizen driven social accountability at sub-national level. We will also conduct advocacy around institutional and/or legislative and policy reforms; as well as accountable resource use. We will promote community access to justice, including through strengthening alternative dispute resolution mechanisms as well as through mainstream justice systems. Further, we will develop, strengthen and promote models/ innovative solutions for PCVE, including Early Warning and Early Response (EWER) systems. To effectively undertake this, we will collaborate with relevant actors to address underlying drivers of insecurity, radicalization and VE.

STRATEGIC PRIORITY AREA 4: GOOD GOVERNANCE, CIVIC ENGAGEMENT & PREVENTION OF VIOLENT EXTREMISM

STRATEGIC PRIORITY AREA 5: Education

OUTCOME	ALIGNMENT WITH SDGS	STRATEGIES
<p>Improved educational performance in Schools and Vocational Training Institutions</p>	<p>SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<ul style="list-style-type: none"> o Improve partnership strategy with development funders in the education sector; o Close collaboration with government policy makers at both national and sub-national level; o Support construction of education facilities for basic, primary, secondary and vocational institutions; o Collaborate closely with sub-national level governments to improve education sector policies; o Build the capacities of communities to increase enrolment in schools; o Support school support programs such as school feeding initiatives for improving enrolment and nutrition; o Support infrastructure development in vocational training institutions; o Encourage youth in enrolment for courses in vocational institutes.

STRATEGIC PRIORITY AREA 4: GOOD GOVERNANCE, CIVIC ENGAGEMENT & PREVENTION OF VIOLENT EXTREMISM

Since independence, Kenya's ASAL districts have exhibited lower education access, participation, completion and achievement rates. This area is dominantly occupied by nomadic pastoral people. Although the education limitations in these areas have attracted various actions, national governments interventions have been inappropriate for the socio - economic and geographic realities of this region; and inadequate to mitigate the historical deprivation the region has experienced.

Due to their nomadic lifestyle, pastoralists hardly have a place they would consider their permanent home. Families move from one place to another in search of water and pasture for their livestock, thus making it a big challenge to the traditional schooling structure. Children are also forced to accompany their families on these nomadic expeditions, several months at a time and cover hundreds of kilometres in cruel jungles, hence unable to attend traditional schools. Parents, being mostly illiterate, are also not in a position to support the formal education of their children while in transit. Therefore, the only inheritance that parents can pass on to their children is livestock – their only asset.

Over the next strategic period: 2021 – 2025, RRDO's efforts under this strategic priority area will target both basic education as well as vocational training for youth. To improve learning environment, we will support development of educational infrastructure including construction of classrooms, staffroom as well as teachers' houses. To promote retention of children in schools, we will prioritize school feeding programme for school going children, as well as sponsoring needy and bright students to transition to colleges and universities. Further, in order to benefit the nomadic families with education, we will support different communities with mobile schools. To achieve the above, we will invest significant amount of our time and resources in building strategic partnerships with development funders in the education sector, as well as close collaboration with government policy makers at both national and sub-national level.

CROSS CUTTING ISSUES

During the course of implementation of the above strategic priorities, we will mainstream Gender Equity and Social Inclusion (GESI) across all the programme areas. We will ensure that women, youth and the socially marginalized are given priority during the identification and implementation of key interventions.

Further, in order to better engage with sub-national and national level policy and legislative influencing, we will seek to undertake in-depth Political Economy Analysis (PEA) as a central approach to informing our programming and influencing strategies. While appreciating the central place of PEA in our work, we also appreciate that we currently lack internal capacity to undertake these analyses. As such, we will focus on building our internal capacity, particularly for the programme staff to undertake PEA prior to designing any project, or while developing proposals. This will help us ensure that we have an in-depth understanding of how politics inform and/or influence our work.

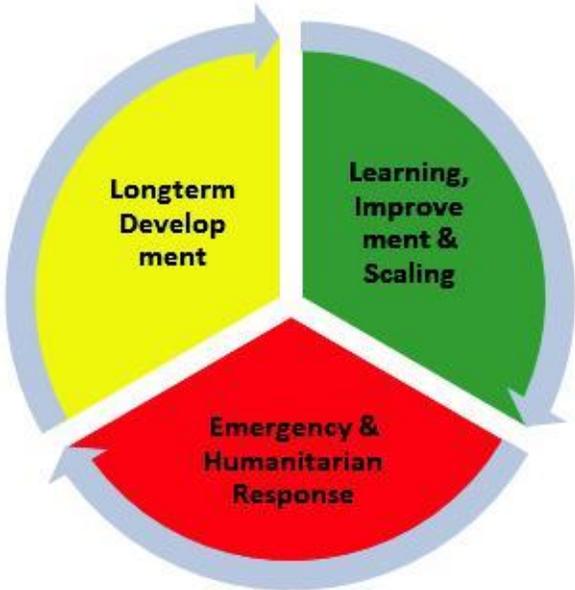
Our Approach to this work

Over the years, RRDO's approach to work has followed three key steps, which are articulated below. During our course of work, we have learnt, and sharpened these steps, although not in a fashioned manner. Over the next strategic period, we will be deliberate in following these steps during the course of implementation. We will focus on further improvement and refinement of these steps, which include:

- o **Emergency and Humanitarian Response:** – by nature of its founding, RRDO sought to respond to frequent humanitarian crisis in the northern parts of Kenya following repeated droughts experienced in the region. In partnership with strategic organizations and UN agencies such as the United Nations High Commission for Refugees (UNHCR) and the World Food Programme (WFP) among others, RRDO has continued to provide the much-needed assistance, especially to host communities of the Dadaab refugee camps, found in the county of Garissa. This has always acted as the first step to RRDO's approach to its work. We will continue to provide these services when needed, particularly in those communities where we have existing presence.
- o **Long-term development:** - in order to put an end to the myriads of challenges experienced in the areas where RRDO works, the organization seeks to provide strategic long-term interventions that are tailor-made for the local realities and opportunities. In order to promote ownership of the possible interventions, RRDO's interventions are informed through community consultation in order to get their views as relates to potential solutions. Strong alliances are then established with like-minded organizations, including think tanks and research institutions, funding agencies, as well as other organizations whose work is aligned with our vision. We will strengthen this step, and focus on close partnership with duty bearers at both national and sub-national levels in order to increase the organization's legitimacy, as well as influencing government policies that have an impact on the long-term interventions

o **Learning, Improvement and Scaling:** - continuous learning and improvement from our interventions has been a key approach to RRDO's work. We will continue to strengthen this step of our approach, by investing more in strengthening our Monitoring & Evaluation (M&E) capacity and infrastructure, as well as communications. We will use lessons and experiences to profile our work through platforms such as blogs, frequent newsletters and social media outlets. In addition, emerging lessons from the M&E efforts will also inform further refinement of our approach as we seek to scale our efforts.

These steps are further explained in a simple diagram below:



**EQUIPING RRDO FOR
THE TASK AHEAD**

We are well aware that our delivery capacity must rise commensurate with our ambitions. From improvements to financial systems and risk management; to impact evaluation and quality enhancement; we will invest heavily in ensuring we are good stewards of the resources entrusted to us, and accountable for our impact. Above all, we will invest in our greatest asset: our staff in both Kenya and Somalia.

In order to grow the organization, we will focus on taking advantage of our institutional strengths to take advantage of existing opportunities, while at the same time, addressing the organizational weaknesses in order to position ourselves as we continue to expand. Further, we will take maximum precaution against identified threats in order not to expose our institution. The table below presents in a nutshell, our SWOT analysis. As our institution grows, we will increase the integration of programs and offices across the two countries. Our programs will bear the primary responsibility for crafting strategies and designing delivery platforms that catalyse systemic change. We will strengthen the role of our field offices and empower them to play their role in the delivery of our ambitious strategy. These goals will be supported by continued innovation in the core functions described below.

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> o RRDO's work is well known and respected by government and other development sector actors, particularly in northern Kenya o Well established on-the-ground infrastructure for implementation of work o Good networks with strong funding partners 	<ul style="list-style-type: none"> o Weak technical expertise in the governance sector; o Reliance on local partners in Somalia for execution of projects which exposes RRDO to different risks; o Weak internal systems and structures which pose as a threat to RRDO as the organization continues to grow;

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> o Increased donor funding for climate change interventions – both adaptation and mitigation; <ul style="list-style-type: none"> o Significant opportunity to make major contribution in the governance field, particularly under the devolved sector; o Donor interests and focus in the reconstruction of Somalia, thus providing an opportunity for aggressive funding 	<ul style="list-style-type: none"> o Weak internal systems and procedures that could threaten the organization's reputation; o Shrinking space for CSOs work in Kenya, especially for the organizations working in the governance sector

Ensuring Excellence in Delivery of Services

In a world where accountability for resources is becoming central to the credibility of the organization, we will ensure that we continue to strengthen our capacity on all fronts, in order to effectively deliver on our mandate. We will strengthen internal structures, as well as community level infrastructure that will be ready for the delivery of high-quality impact.

Communicating for Impact

To expand RRDO's reach, influence and impact, we will place greater emphasis on the human and poverty-reduction dimensions of our work. We will go digital, increasing investment in the latest channels, products and tools to engage directly with donors and other development partners, decision makers and those who influence them. And we will go after big questions, helping to shape RRDO's work, so that our communications work can inform duty bearers, while at the same time, deliver agenda-setting answers. We will challenge ourselves to frequently tell stories of our work, including communicating deeper analysis through channels such as blogs and vlogs. For this to be effective, we will strengthen our communications unit by on-boarding a Programmes Communications Officer who will be responsible for both internal and external communications functions. We will invest in the latest communications equipment and technologies in order to help us be the best that we can in this function.

Strengthening Accountability for Results

We will strengthen our Monitoring and Evaluation (M&E) function to help teams develop and deploy delivery platforms that catalyse systemic change. Focusing on RRDO's five strategic priority areas, we will monitor progress, support implementation and learn from successes and failures. Robust five-year strategies and annual plans with clear metrics will increase the likelihood of achieving results. Further, we will commission independent evaluations of major initiatives. We will increase the integration of monitoring, evaluation and learning across our work. To strength-en this component of our work, we will on-board a Monitoring, Evaluation & Learning (MEL) Officer, whose work will to coordinate MEL functions across the organization, in close collaborations with the rest of the organization's staff.

Managing Risk

As RRDO grows, risk management is ever more crucial to our success. We will hold ourselves accountable for excellence in risk management. Building on the work of our Admin and Operations Team, we will enhance tools and metrics for assessing risk in our local offices in Kenya, as well as those in Somalia and undertake an annual risk/capacity audit. These will inform investments in areas such as financial management, human resources, and grants and contract management, to mitigate risk.

Investing in Our Staff

Implementation of this strategy will need us to expand our team across the different offices, as well as in the different strategic priority areas. While we will seek to ensure that we attract the best in the field of interest, we will also invest in building the capacity of our existing staff in key and strategic areas including in integration of Gender Equity & Social Inclusion (GESI) as well as in Political Economy Analysis (PEA).

Resourcing Our Ambitions

From 2009 to 2020, RRDO's annual budget grew from US\$ 208,252.1 to US\$1,123,436 million. We expect more moderate growth moving forward, but will need to mobilize additional funds for our frontline work. We will continue to engage our major donors as partners with whom we co-create and co-execute strategies. We will strengthen our ability to secure and manage large, multiyear grants from complex funding mechanisms, including multilateral funds. We will ensure that we have a stable revenue pipeline by adding fundraising and donor stewardship capacity, recruiting philanthropists to our board. We will deepen our partnerships with strategic donors including UN agencies, philanthropic institutions, foundations, corporations and individuals. Finally, we will increase discretionary revenue through Institute-level agreements, flexible support to programs and unrestricted gifts.

Revitalizing RRDO's Governance & Strengthening its Presence in the Outside World

Since its establishment, RRDO has invested its time and resources in strengthening its institutional capacity, as well carving its niche in the development sector. The organization has managed to achieve tremendous success in a very short period of time. The board of directors has been extremely resourceful in this journey, and its role will remain central even during the next phase of the organization's journey. To even strengthen the strategic role of the board to the organization, while at the same time strengthening the presence of the organization to the outside world, over the next strategic period, we will focus on the following:

1) Revitalizing RRDO's Governance: in order to further strengthen the board to better play its oversight and strategic advisory role, we will recruit additional new members to the board. As we do this, we will seek to ensure that new members bring in specific functions that could be currently missing from the current board as it is constituted. Further, we will seek to identify strategic partner organizations that could work with us to strengthen our institutional capacity in this field.

2) Strengthening institutional presence to the outside world: as RRDO has now built its expertise and carved its niche in the development sector, in the next strategic period, we will seek to take our brand to the outside world. We will identify strategic people from different spheres to form the organization's advisory council. The council will be meeting on a bi-annual basis to discuss and identify strategic opportunities for advancing RRDO's development agenda. Some of the people that we will target for the advisory council will include the following:

#	Name of the Proposed Council Member	Role in the Society	Value Add to RRDO
1	Amina Mohammed	Current CS, and a re-known Kenyan Diplomat	Strategic networks and connections
2	Francis Aywa	Current team lead at DAI	Very well networked in the governance and democratic space
3	Prof. Karuti Kanyinga	Prof. at the University of Nairobi	Political Economy Analysis, + research
4	UNHCR/UNICEF/WFP	CC, Adaptation, Energy etc	
5			

Building Sustainable Development for the Marginalized Communities in Kenya & Somalia

STRATEGIC PLAN 2021 2025

